Patient Administration Course
7M-F3
CIVILIAN EMPLOYEE MANAGEMENT

Patient Administration Branch
Department of Health Services Administration
USAMEDD Center and School

Civilian Employee Management

Terminal Learning Objective

Action: Apply an understanding of civilian management practices as a supervisor of DA civilian personnel.

Conditions: While serving as a Patient or Healthcare Administrator in an Army MTF or other environment with a DA civilian workforce.

Standards: According to guidance found in AR 672-20, Incentive Awards; AR 690-400, Total Army Performance Evaluation System; and AR 690-990-2, Hours of Duty, Pay and Leave, Annotated; and local guidance.

Civilian Employee Management

Enabling Learning Objectives

ELO A: Identify the characteristics of the counseling and evaluation requirements for both the Base System and the Senior System.

ELO B: Determine the requirements for managing civilian work schedules, leave administration, and the incentive awards program.

Civilian Employee Management

- System Overview
- Counseling
- Evaluation
- Work Schedules
- Leave Administration
- Incentive Awards

System Overview
(Characteristics)

- Base System
- Senior System
- Rating Period
- Rating Chain

System Overview *(Characteristics)*

- Base System
  - Covers WG, WL, WS/GS-8 and below
- Senior System
  - Covers WS/GS-9 and above to include SES, ST, and SL

System Overview *(Characteristics)*

- Rating Period
  - WS/GS-8 and below: Locally determined cycle
  - WS/GS-9 through 12: 1 Nov to 31 Oct
  - WS/GS-13 and above: 1 Jul to 30 Jun

System Overview *(Characteristics)*

- Rating Chain
  - Rater: normally supervisor
  - Intermediate Rater: optional member of rating chain
  - Senior Rater: in ratee's chain and approves performance plan and ratings

Civilian Employee Management

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Performance Counseling

- AR 690-400, Total Army Performance Evaluation System (TAPES)
  - Counseling and evaluation
  - http://www.usapa.army.mil

Performance Counseling

Base System

- Counseling must be face-to-face
- DA Form 7223-1, Base System Civilian Performance Counseling Checklist/Record used to record key points
- Becomes Performance Plan AFTER ratee/rater initial

Performance Counseling

Base System

- First 30 days
  - Ratee receives copy
- Rating period midpoint
  - Mutual changes made
- Rating period end
  - Info used to evaluate; checklist attached to evaluation

Performance Counseling

Senior System

- DA Form 7222-1, Senior System Civilian Civilian Evaluation Support Form
- Documents job description, counseling sessions, major performance objectives, and performance standards

Performance Counseling

Senior System

- Counseled within 30 days, at midpoint, and as necessary
- Becomes Performance Plan AFTER ratee/rater initial

Civilian Employee Management

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Evaluation

Base System

- DA Form 7223, Base System Civilian Evaluation Report
- For employees within this system, WG-1 to WS/GS-8

Evaluation

Base System

- Contains 7 data fields
  - Administrative
  - Authentication
  - Performance Awards
  - Duty Description
  - Values/Responsibilities
  - Overall Performance
  - Senior Rater

Evaluation

Base System

- Performance Ratings
  - Successful Level 1 - “Excellence” in 3 or more non-supervisory; “Success” in remaining
  - Successful Level 2 - “Excellence” in 1 and “Success” in other non-supervisory

Evaluation

Base System

- Performance Ratings
  - Successful Level 3 - “Success” in all responsibilities
  - Fair - “Needs Improvement” in one or more responsibilities; no “Fails” in any responsibility
  - Unsuccessful - “Fails” in one or more responsibilities

Evaluation

Senior System

- DA Form 7222, Senior System Civilian Evaluation Report
- For employees within this system, WS/GS-9 and above

Evaluation

Senior System

- Contains 9 data fields
  - Parts 1 through 5 generally follow Base System format
  - Performance Evaluation
  - Intermediate Rater
  - Overall Performance
  - Senior Rater

Evaluation

Senior System

- Ratings of Objectives
  - “Excellence” - Consistently exceeds level
  - “Success” - Usually performs at level described in standards
  - “Needs Improvement” - Sometimes performs at level
  - “Fails” - Frequently fails to perform at level

Evaluation

Senior System

- Performance Ratings
  - Successful Level 1 - “Excellence in 75% of Rated objectives and “Success” in all remaining
  - Successful Level 2 - “Excellence in 25-74% of Rated objectives and “Success” in all remaining

Evaluation

Senior System

- Performance Ratings
  - Successful Level 3 - “Success” in All Rated objectives OR “Excellence” in 1-24% and “Success” in all remaining

Evaluation

Senior System

- Performance Ratings
  - Fair - “Needs Improvement” in one or more objective and NOT rated “Failed” in any
  - Unsuccessful - “Fails” one or more objective

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Work Schedules

- Duty Hours
- Types of Schedules
- Premium Pay

Work Schedules

- Duty Hours
  - Supervisor sets employee's tour of duty (daily and weekly)
  - Normally five 8-hour days, Monday through Friday
  - 40 hours for full-time
  - May include Standby Time

Work Schedules

- Types of Schedules
  - FULL-TIME - Normally 40 hours
  - PART-TIME - Regularly scheduled work from 16-32 hours weekly
  - INTERMITTENT
    - On-Call - Work is unpredictable
    - Seasonal - Annually recurring, less than 12 months each year

Work Schedules

- Types of Schedules
  - ALTERNATE
    - Flexible Work Schedule - Splits work day into core and flexible
    - MUST be present during core time
    - MUST work total number of hours contracted for

Work Schedules

- Types of Schedules
  - ALTERNATE
    - Compressed Work Schedule - Requires 80-hour, biweekly pay period
    - Four-day workweek
    - Three-day workweek
    - 5-4/9 Plan

Work Schedules

- Premium Pay
  - Additional pay authorized by Title 5, United States Code for:
    - OVERTIME
    - NIGHT
    - HOLIDAY
    - SUNDAY WORK
    - OTHER

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Leave Administration

- Employees earn annual/sick leave based upon:
  - Type of appointment and
  - Numbers of hours worked weekly
- Approve/deny based on:
  - Welfare of employee and
  - Needs of the Army

Leave Administration

- ANNUAL LEAVE
  - Minimum charge 15-minute increments
  - May only charge for employee work days (unlike active duty)
  - If insufficient annual leave, charged to Leave Without Pay (LWOP), then compensatory time

Leave Administration

- ANNUAL LEAVE ACCRUAL
  - < 3 years, earn 13 days annually
  - From 3 to 15 years, earn 20 days annually
  - > 15 years, earn 26 days annually
  - Part-timers earn on prorated basis

Leave Administration

- ANNUAL LEAVE FORFEITURE/RESTORATION
  - Forfeit excess at end of year
    - Most have 30 day max annually
    - Overseas employees may accumulate 45 days annually
    - Agency may restore leave under special circumstances

Leave Administration

- ANNUAL LEAVE - ADVANCE
  - Annual leave to be earned becomes available at beginning of year
  - Carefully consider all factors when deciding to grant advanced annual leave

Leave Administration

- SICK LEAVE
  - Earned based on work schedule
  - Full-time earn 4 hours each biweekly pay period
  - Part-time earn 1 hour for every 20 hours of pay status
  - Employee right with many uses

Leave Administration

- SICK LEAVE
  - Employee or family member has medical, dental, or optical exam
  - Physical/mental illness, injury, pregnancy, or childbirth
  - Employee provides care for family member in above conditions
  - Other reasons

Leave Administration

- SICK LEAVE - Family Members are:
  - Spouses and their parents
  - Children and their spouses
  - Parents
  - Brothers/sisters and spouses
  - Related by blood or affinity equivalent to family member

Leave Administration

- MATERNITY LEAVE
  - Charged to sick or annual leave
  - Requests treated same as any temporary medical disability
  - Appropriate if employee is incapacitated or providing care for family member as a result of pregnancy/childbirth

Leave Administration

- ABSENCE FOR CHILDBIRTH OR INFANT CARE
  - Family & Medical Leave Act of 1993 provides 12 weeks of leave
  - Expires 12 months after birth
  - Employee restored to same/ equivalent position

Leave Administration

- ABSENCE FOR ADOPTION OR FOSTER CARE
  - FMLA of 1993 provides 12 weeks of leave for placement of child thru adoption or foster care
  - Entitlement expires in 12 months
  - Employee restored to same/ equivalent position

Leave Administration

- MILITARY LEAVE
  - Member of Reserve or National Guard component
  - Full-time or part-time employee
  - Serving in an appointment NOT limited to one year or less
  - MUST be granted

Leave Administration

- JURY DUTY / COURT LEAVE
  - Jury duty in a Federal, state, or municipal court OR
  - Serve as witness in proceeding in which US, District of Columbia, or state/local government, including military, is a party

Leave Administration

- LEAVE WITHOUT PAY (LWOP)
  - Temporary nonpay status when employee has insufficient leave or compensatory time off
  - Employee does NOT have to exhaust annual or sick leave before requesting LWOP

Leave Administration

- EXCUSED ABSENCE
  - Authorized absence from duty without loss of pay or charge to paid leave
    - Relate to agency's mission
    - Sanctioned by agency
    - Enhance employee OR
    - Be in agency's best interest

Leave Administration

- ADMINISTRATIVE DISMISSAL
  - Differs from excused absence
  - Employees are released from duty because all or part of an activity is closed
  - Emergency conditions or when in the public interest

Leave Administration

- MEDICAL DONOR PROGRAM
  - Blood Donation – NTE 4 hours
  - Bone Marrow - 7 days paid leave annually
  - Organ Donation – NTE 30 days
  - Commander approval authority

Leave Administration

- VOTING IN ELECTIONS
  - Excused without charge to leave to permit reporting to work 3 hours AFTER polls open OR 3 hours BEFORE polls close
  - Flex-time employees receive only sufficient time needed considering their schedule

Leave Administration

- OTHER AUTHORIZATIONS
  - Military funerals if acting as pall bearer or honor guard member OR if death of immediate relative in combat
  - Agency-sponsored programs
  - Periodic medical examinations
  - Promotion ceremonies

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Incentive Awards

- Recognizing employees with incentive awards is the most flexible management tool you have
- Public recognition of superior ideas/outstanding group and individual performance helps build morale

Incentive Awards

- TYPES OF AWARDS
  - Superior Accomplishment Awards (Most Common)
  - Honorary Awards
  - Public Service Awards
  - Awards for Non-Federal Organizations

Incentive Awards

- TYPES OF AWARDS
  - DOD and Presidential Awards
  - DOD and Presidential Public Service Awards
  - Miscellaneous Awards and Information

Incentive Awards

- Superior Accomplishment Awards
  - Performance Cash Award
    - For specific rating period
    - Paid from appropriated funds
    - Successful Levels 1 & 2 on most recent rating period
    - Based on base pay; not to exceed 10%

Incentive Awards

- Superior Accomplishment Awards
  - Time-Off Award
    - Must directly support Army mission or benefit the government
    - Up to 40 hours in single contribution and 80 in one-year
    - Must be used within one year

Incentive Awards

- Superior Accomplishment Awards
  - Quality Step Increase (QSI)
    - Must have Successful Level 1
    - Must NOT have received QSI in past fifty-two weeks
    - Only GS employees are eligible
    - Same as Within-Grade-Increase

Incentive Awards

- Superior Accomplishment Awards
  - On-the-Spot Cash Award
    - May be given by supervisor for day-to-day accomplishment
    - $25 to $250

Incentive Awards

- Superior Accomplishment Awards
  - Special Act or Service Award
    - Recognize meritorious effort or service within or outside job
    - Tangible or intangible benefits
    - $25 to $25,000. Awards > $10,000 processed through DOD

Civilian Employee Management

- AR 670-20, Incentive Awards
- AR 690-400, Total Army Performance Evaluation System (TAPES)
- AR 690-990-2, Hours of Duty, Pay and Leave, Annotated
- Local Guidance

Civilian Employee Management

- http://www.usapa.army.mil
  - U.S. Army Publishing Agency website
- http://www.cpol.army.mil
  - U.S. Army Civilian Personnel website; under PERMISS

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Questions?